

GLOBAL MANAGEMENT OUTPUT	INDICATORS	TARGETS
<b>1. OHCHR's strategic direction is shared and implemented across the Office.</b>	Percentage of staff who understand OHCHR's strategic direction.	70%
	Percentage of staff satisfied with internal communication tools and processes.	70%
	Extent to which a knowledge management system is progressively established.	Knowledge management activities progressively implemented.
	Degree to which organizational units progressively apply results-based management (RBM) to their planning, monitoring and evaluation work.	Field presences and headquarters units that have undergone training (60% of the total) apply RBM to a high degree; others to a moderate degree.
	Percentage of expected accomplishments that achieve or nearly achieve the targets.	70%
<b>2. Strategic decisions are made in a timely and transparent manner, and effectively implemented.</b>	Percentage of staff that feels adequately consulted on decisions that concern them.	70%
	Percentage of OHCHR projects/plans approved/rejected by the Programme and Budget Review Board (PBRB), on the basis of their current and potential contribution to programming cycle results.	40%
	Percentage of issues taken up by the SMT and the PBRB that have resulted in timely, clear and implementable decisions by senior managers.	85%
<b>3. A gender perspective is effectively integrated into all OHCHR policies, programmes and processes.</b>	Percentage of ePAS of managers, gender facilitators and gender focal points, including references related to gender integration or women's rights and gender equality.	At least 25% of ePAS of managers, 75% of gender facilitators and 50% of gender focal points.
	Percentage of sections and field presence's Annual Work Plans that include at least one activity related to gender equality.	At least 25% of Annual WorkPlans of Sections at headquarters 25% of Annual WorkPlans of field presences.
	Amount of OHCHR resources allocated for staff and activities primarily focusing on women's rights and gender equality objectives.	US\$ 3 million
	Extent to which OHCHR has met requirements of the UN System-Wide Action Plan on Gender Equality and Empowerment of Women.	At least 3 of 6 requirements met.
<b>4. Increased effectiveness in servicing human rights mechanisms.</b>	Compliance rate for timely submission of documents.	90% of documents submitted to Conference Management by slot date.
	Percentage of Member States, treaty body members and special procedures mandate-holders providing positive feedback on servicing and support provided by OHCHR, including in the field where the Office is present.	80% of Member States providing positive feedback as a result of the support provided by the Secretariat to the HRC 60% of treaty body members and special procedures mandate-holders providing positive feedback as a result of the support provided by OHCHR.
<b>5. Increased effectiveness in supporting field operations.</b>	Existence of updated policies on OHCHR's different types of field presences.	Policies for all 4 main types of presences updated.
	Existence of updated guidance on the work of field presences in the areas of protection and technical cooperation.	Guidance on protection and technical cooperation approved.
	Percentage of OHCHR field staff providing positive feedback on headquarters support.	85% of all field staff.
	Percentage of field presences whose requests for logistical and administrative support are satisfied (such as those involved in opening new presences, budget approvals, recruitment, etc.).	85% of field presences.

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<b>6. OHCHR staff has the necessary competencies and skills to effectively implement the OHCHR programme for the biennium.</b>	Number of staff who have acquired new knowledge/skills relevant to the implementation of OHCHR's programme through training (disaggregated by field and headquarters staff).	300 field staff. 450 headquarters staff.
	Number and percentage of staff who understand results-based management concepts and their implication on their work (disaggregated by field and headquarters staff).	300 field staff. 100 headquarters staff.
	Extent to which organizational units are applying results-based management to their planning, monitoring and evaluation work.	Partial.
	Number of days used by staff member for learning activities.	5 days (as per Secretariat Guidelines).
	Number and percentage of staff who have attended training which includes a gender component, disaggregated by sex, grade and location.	At least 100 headquarters staff and 100 field staff.
<b>7. Improved awareness, understanding of and support to OHCHR's mission and programme by Member States and other stakeholders.</b>	Percentage of key stakeholders assessing OHCHR as a valuable partner.	75%
	Increase in number of unique visitors to OHCHR website per year.	10%
	Increase in number of likes on Facebook and followers on Twitter per year.	50%
	Number of articles in the media mentioning the High Commissioner and OHCHR.	7,000
	Level of participation of stakeholders in communication initiatives launched by OHCHR.	Human Rights Day activities reported in 100 countries.
	Percentage of donors maintaining or increasing their voluntary contributions.	90%
	Percentage of unearmarked funding from the total voluntary contributions.	50%
	Number of new donors.	25
<b>8. Efficient management of human and financial resources.</b>	Reduced post vacancy rate (for posts filled through regular recruitment).	5% reduction
	Reduced average number of days for all steps in the recruitment process under authority of the Office.	64 days
	Unspent obligations are identified and liquidated quarterly; degree to which prior biennium obligations are utilized.	Fully
	Budget implementation rates.	90%
	Percentage of official travel tickets issued late (within 14 days of travel).	Less than 10%
	Number and percentage of flexible working arrangement (FWA) requests granted, disaggregated by organizational units, sex, category and duration.	To be defined.